

Toward EQUITY

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A bulletin on
Employment Equity
for the Public Sector

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Ontario
Women's
Directorate

The Fifth Annual Employment Equity Awards

Each year the Ontario Women's Directorate honours organizations which have made an outstanding commitment toward achieving equality in the workplace. The three winners for 1988 were announced at a dinner held November 23, in Toronto.

The fifth annual Employment Equity Award winners were Cambrian College in Sudbury, Edwards, a unit of General Signal Ltd., in Owen Sound and the Labour Council of Metro Toronto and York Region.

These organizations share a firm commitment to employment equity while endeavouring to remain responsive to their own constituency and environment.

Cambrian College, this year's public sector winner, began with an employment equity audit in 1985. It considered all jobs within the college, and measured the levels of participation by women and other groups, such as visible minorities, people with disabilities, and aboriginal peoples.

Through the audit they discovered that while more than 100 native people were enrolled there as students, only one native person was employed on faculty. Through consistent outreach, the number of native instructors has now risen to 10.

Women's participation on the Board of Directors, and in middle management, has increased from one third to one half, and the college has initiated an internship program to overcome the shortage of women in senior management.

The college has policies on sexual harassment and gender-neutral language in place, and has implemented three child care systems: French and English on campus as well as a home care program. A study has also been conducted on the feasibility of estab-



Marylou Fox (right), board member at Cambrian College and director of the Ojibway Cultural Foundation, with student.

lishing a native child care facility.

The college, which now has a building totally accessible to people with disabilities, initiated a provincial task force to examine special needs in the colleges. They also established the Northeastern Equity Network for both public and private sector employers.

Far from resting on their laurels, Cambrian College conducted a second employment equity audit in 1988 to evaluate their progress and are now planning to strengthen their equity programs for the future.

The president of Cambrian College, Glenn Crombie, feels that "the whole thing is so positive, I can't understand why more organizations haven't taken it to heart."

A competitor in the technically advanced field of electronics, Edwards, a unit of General Signal Ltd., found themselves hampered by the fact that less than one per cent of Ontario's col-

lege graduates in the electronics field are women.

By participating in a pilot project with the Ministry of Skills Development, Edwards is addressing this problem and now has women apprenticing as electronic systems specialists through a combination of on-the-job training and home study.

On-the-job training has a particular value for women, who have often not been encouraged to seek non-traditional or managerial occupations. It is also an integral part of Edwards' success. The services and sales managers at Edwards' Toronto branch – both women – received their training on the job. One began as a receptionist with the company.

Edwards has paid particular attention to their maternity/adoption leave provision, has purchased priority access to daycare through donations to a local association, and has established

an informal emergency babysitting service. The company also supports part-time work and job sharing with pro-rated health and pharmaceutical benefits to part-time workers.

"It really isn't until you put resources to the task of providing equity," says Brian Veale, chief executive officer of Edwards, "that you can ever claim any success."

The Labour Council of Metropolitan Toronto and York Region recently developed a program which was designed to increase the number of women, including immigrant and visible minority women, in decision-making positions in the local labour movement.

First, members of union locals were asked to identify the barriers keeping women from these positions. Then locals discussed their findings and proposed solutions. A follow-up conference examined the number of women holding executive positions within the labour movement and compared that number to the percentage of women in the general membership. "Equality: A Union Issue" will be the theme of the council's 1989 yearbook.

The Council has provided English as a second language course to both working and unemployed women and has developed both literacy and numeracy programs to help workers get ahead.

"We've come quite a way in a fairly short period of time," says Linda Torney, president of the Labour Council. "But we still have a lot of work ahead of us before we can say that every workplace in Ontario is based upon the fact — not the concept — of full employment equity."

The last word, perhaps, should go to Brian Veale of Edwards, "Employers should be prepared to take a little risk and invest in women. We've found that when we go out of our way to help our employees, we more than get it back in their enthusiasm and dedication."

Incentive Funds Effective in Promoting Equity

A preliminary report on the Spring 1988 survey of employment equity practitioners in the broader public sector.

In March 1988, the Ontario Women's Directorate circulated a questionnaire to organizations in the broader public sector. This survey was part of a larger project designed to increase knowledge about the content, context and expectations of employment equity programs in the public sector (excluding Ontario's public service). It will also serve as the groundwork in developing evaluation criteria for programs developed under the employment equity incentive fund.

Although 82 of the 327 respondents had no employment equity program, 245 equity practitioners responded promptly and, by June, reports were in from 74 per cent of the 441 organizations contacted. Colleges and universities, interestingly, led the field with a response rate of 100 per cent.

Of all respondents, 56 per cent identified the incentive fund as the major impetus for the creation of an employment equity program, and the question of ongoing commitment after the incentive funding was raised by many practitioners. The survey question about their continued employment was left

unanswered by 66 per cent of the co-ordinators. Only 10 per cent expect their current employment to last more than 24 months, while 12 per cent expect six months or less.

Of the organizations surveyed, 59 per cent have no more than a part-time staff position for employment equity, while only 17 per cent have more than one full-time staff person in the field.

About 50 per cent of co-ordinators report to a chief administrative officer and nearly 40 per cent report to the manager of human resources, but

the issue for them was not always the rank of the person to whom they report. Asked about the frequency of contact with senior management, one replied, "You should really find out about the quality of the contact."

Nalla Senathirajah, research analyst with the Public Sector Programs Unit of the OWD feels that "what is really outstanding is the level of commitment of the co-ordinators. They're coming up with new ideas and schemes, and they're helped by women's organizations, by employment equity committees and networks, and by the resources of the Women's Directorate."

So incentive funding, says Senathirajah, helps co-ordinators "to do the workforce analysis and put the facts on the table so that people can be persuaded." Raising awareness was ranked as a significant accomplishment by 65 per cent of the organizations, although only 15 per cent felt that the employment equity program met with wide acceptance.

A promising 90 per cent of organizations had made some progress with work and family initiatives. Provisions for dealing with sexual harassment had been established by 60 per cent, while gender-neutral language policies and childcare initiatives take third and fourth places (just over 40 per cent).

Some 38 per cent of respondents had programs for racial and ethnic



Toward Equity



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Toward Equity will be published by the Ontario Women's Directorate four times each year. This bulletin is directed to Ontario's public sector institutions—school boards, municipalities, hospitals, crown agencies, municipal agencies, universities and colleges. It aims to promote better communication between organizations about progress in employment equity.

The Ontario Women's Directorate (OWD) works under the direction of the Minister Responsible for Women's Issues to promote policies and programs in support of equal rights and opportunities for women.

The directorate has four branches:

- consultative services
- corporate services
- policy and research
- public education and program services

The Consultative Services Branch is concerned with employment equity in the private as well as in the public sector.

Enquiries about Toward Equity should be directed to:

Roberta Rivers

Research/Liaison Officer

Consultative Services Branch

Ontario Women's Directorate

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minorities, 33 per cent for people with disabilities, 20 per cent for aboriginal peoples, but only 11 per cent had any program for francophones.

Co-ordinators identified the following as the three most pressing needs: increased financial support, increased management accountability and legislated employment equity programs.

Before the final report is published, however, interviews and consultations will be held with the staff of related ministries and with co-ordinators, and evaluation criteria will be formulated for use by the employment equity program co-ordinators. This information can then be provided to the employment equity co-ordinators, so that they can enhance their respective frameworks for evaluating their employment equity programs.

The Ontario Women's Directorate will also learn how its resources can best be made accessible to employment equity co-ordinators and what areas of the program need improving. For example, several respondents remarked on the need for co-ordination of information among various ministries.

Nalla Senathirajah feels that employment equity will succeed. "Mahatma Gandhi said that once people's consciousness is raised, once we have become aware and realized our potential, there's no way but forward."

Report highlights will be distributed to employment equity co-ordinators in early March 1989.

New Resources Outreach In Recruitment: A Directory, 1988-89

This 500-page directory is designed to help employers locate candidates from designated groups for jobs in the Ontario Public Service. Lists divided by group and by municipality feature organizations concerned with racial minorities, people with disabilities, women, aboriginal peoples and francophones. Produced by the Human Resources Secretariat, the directory is available in printed form or on a floppy disk formatted for the Multimate word-processing program.

For further information, please contact Gayle Harrington at (416) 965-4941.

Demonstration Projects Ontario Hospitals

Under the Employment Equity Incentive Fund, co-ordinated by the Ministry of Health, the Ontario Women's Directorate and the Ontario Hospital Association, a variety of employment equity initiatives have been undertaken by hospitals across the province. Specific initiatives are highlighted in a series of recent demonstration reports.

The following titles are currently available as a resource for those working toward employment equity in the hospital setting:

Introducing an Employment Equity Program

(Ottawa Civic Hospital, Ottawa)

Developing a Regional Employment Equity Program

(Penetanguishene General Hospital, Penetanguishene)

The First Year: a Plan for Employment Equity

(Ross Memorial Hospital, Lindsay)

Recruitment Policies and Procedures

(The Wellesley Hospital, Toronto)

For further information, please contact Caroline Sutherland, or Linda MacNiven, Employment Equity Consultants, Ministry of Health, at (416) 963-3167/3187.

Upcoming Events



March 2 - 3, 1989

Ministry of Colleges and Universities - Employment Equity Conference

Chelsea Inn, Toronto

Conference workshops will include sessions on Recruitment and Selection, Managing Diverse Workforces, and Career Development and Skills Training Strategies. The keynote speaker on March 2 will be Stephen Lewis.

For further information contact Ellen Waxman (Ministry of Colleges and Universities) at (416) 965-3878.

March 7, 8, 9, 1989

Employment Equity Practitioners'

Workshop "Getting Started," for the recently appointed practitioner
Toronto, Ontario

Purpose: to provide newly appointed employment equity co-ordinators and practitioners with a practical, step-by-step approach to the planning and implementation of programs and initiatives.

For further information contact Marsha Isaac at (416) 597-4565.

March 16 - 17, 1989

Municipal Employment Equity Network Meeting,
Kitchener, Ontario
Hosted by Kitchener representatives.

For further information contact Eileen McQueen, Employment Equity Officer, City of Kitchener (519) 741-2256.

March 30 - 31, 1989

Focus on Leadership II: Affirmative Action in School Boards

Holiday Inn, (Downtown), Toronto

This conference has been designed to provide an opportunity for leaders within the educational system to re-affirm their commitment to employment equity and to map out future strategies.

For further information contact the Equal Opportunity/Affirmative Action Unit (Ministry of Education) at (416) 965-2060.

A Day in the Life of ... Carolyn Brown

I was asked, at the employment equity awards dinner, "However do you fill your day?" The woman asking this question couldn't envision a full-time employment equity position.

My response went something like this. That particular day had begun with a presentation on employment equity to the annual conference of the Ontario Municipal Engineers' Association. At mid-morning, I went to a performance appraisal team meeting — I'm spearheading that particular interdepartmental task force. In the afternoon I had a strategic planning meeting in Mississauga with a consultant on goal setting in employment equity for the region. Then on to Toronto for the awards dinner in the evening.

The director's position was created in November '85, when the Women's Directorate was encouraging municipalities to take advantage of the incentive funding. I had just finished graduate school in public administration at the University of Windsor. Coming from outside enabled me to be objective and to recommend the comprehensive changes that were needed in the region.

The first things we did were the needs assessment and all those prerequisite kinds of activities. We did a workforce audit and an employment systems analysis, looking at the current personnel practices.

We identified the degree of occupational segregation — the traditionally "female" positions, such as clerical, service and supervisory, were predominantly filled by women, and therefore persons, skilled craft and trades and manual workers were all men. We found that women, on average, earned 79 per cent of what men earned.

In August 1986, the report of these findings, along with 43 recommendations for changes in our human resources management, went in to the personnel committee of the regional council and then on to the council. This report established the framework for our work until the end of 1989.

Employment equity continues to be a major selling job within the region. What has worked best is to go out and sit with workgroups and talk about what employment equity is, and how regional employees will benefit from it.

I've talked to the regional library headquarters, to daycare teachers, the nursing staff at the Sunnyside Home for the Aged, the management staff in engineering and so on. These question-and-answer sessions are the strongest part of our marketing strategy.

We have had to work extremely hard to get rid of the idea that employment equity is just ivory tower policies. So when we wanted to have women working on a landfill site, I went to meet the people and tour the site — and we got a thorough grounding in all you ever wanted to know about managing garbage!

Because of the way it's set up here — it's a two-tier municipality with the



region and then the three cities and four townships — and because the region was the first local government in the area to establish an employment equity program, we provide start-up resources or on-going assistance on request to the other municipalities.

The onus is on us to develop projects, work the bugs out and then pass the project on to the appropriate department. The number of program staff is minimal — there's myself and my assistant — and for that reason we really have to liaise in an effective way.

In our particular case, we deal mostly with the personnel department. We're not by any means supplanting the department, but we have had tremendous impact there. I see us as a necessary corollary.

For instance, one of the recommen-

Carolyn Brown is the Director of the Equal Employment Opportunity Program for the Regional Municipality of Waterloo.

dations was that we have uniform interview and selection guidelines. We have an independent management consultant come in, and all our people with hiring responsibilities now go through a mandatory training program so we have bias-free interviews.

As part of our program, we've conducted management and supervisory skills training for women, and we have an extensive recruitment program which includes applicant tracking, so we can see how women are progressing after they are hired.

We're pushing, strongly, the whole issue of moving women into non-traditional work. For instance, we now have three women labourers working on the road crews — in 1985, there were none. And it's getting easier to find qualified applicants since we geared our job descriptions to just what's work-related. Word has gotten out now that we're doing more than just paying lip-service to equal opportunity.

In fact, because of this initiative, the manager asked me to design some workshops for his road and traffic crews on maintaining a harassment-free environment. About 65 people came in shifts. We explained our guidelines and addressed their concerns.

Awareness is only good to a point, you know, you have to back it up with action. The employment equity co-ordinator's position has that kind of authority. I report to the Chief Administrative Officer. As a last resort, I have recourse to him, and everyone knows that.

The region has made tremendous progress but we're looking at three to five years down the road before we see major results. The bottom line with employment equity programs is changing the numbers. It's not going to happen quickly, well, not quickly enough for those of us like myself who are impatient. But I did a tally on the recommendations from the '86 report and, of the 43, we've implemented 37 to date.

I have had people say to me on numerous occasions, "I don't envy you your position," which makes me think, should I be worried about something, and why I am enjoying it so much? In fact, I'm only really hamstrung by the fact that there are still only 24 hours in a day.

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Projets illustrant l'équité dans les hôpitaux de l'Ontario

Ce rapport dédié aux candidats permet de trouver des emplois pour aider les employeurs à trouver des candidats à leur disposition. Pour de plus amples renseignements, veuillez vous adresser à Gayle Harrington au (416) 965-4941.

humaines, existe sous forme de brochure ou de disquette formatée pour le programme de traité-mérit de texte ultime.

Notre rapport des groupes désignés pour combler les emplois pour aider les employeurs à trouver des candidats à leur disposition. Les listes sont établies par groupes et municipalités et contiennent le nom d'organismes qui occupent des gens appartenant à des minorités raciales, des handicaps, des femmes, des autochtones et des francophones. Le rapport par le Secrétaire aux ressources humaines, existe sous forme de brochure ou de disquette formatée pour le programme de traité-mérit de texte ultime.

A Directory, 1988-89
Outreach in Recruitmen^t
Nouvelles ressources

Portes récents émanant des hôpitaux.

Les documents ci-dessous sont disponibles en ce moment et peuvent servir de ressource à celles et ceux qui travaillent dans le domaine de l'équité en matière d'emploi dans les hôpitaux :

- Introducing an Employment Equity Program (L'Hôpital Civic d'Ottawa, Ottawa)
- Developing a Regional Employment Equity Program (Penetanguishene General Hospital, Penetanguishene)
- The First Year: a Plan for Employment Equity (Ross Memorial Hospital, Lindsay)
- Recruitment Policies and Procedures (The Wellesley Hospital, Toronto)

MACNiven, consultantes d'équité en matière d'emploi, ministère de la Santé, au (416) 963-3167.

Ministre des Collèges et Universités - Congrès sur l'éducatrice en matière d'emploi - Chelles et Toronto - Les ateliers qui auront lieu pendant le congrès sont les suivants : Recrutement et Sélection, Management Diversité Workforces et Carrer Development and Skills Training Strategies. Le congrrencier invite le 2 mars sera M. Stephen Lewis.

Pour de plus amples renseignements, veuillez vous adresser à Ellen Waxman (ministre des Collèges et Universités) au (416) 965-3878

Les 7, 8 et 9 mars 1998

Avenir

Les initiatives en matière de garde de l'enfant occupent 38 % des répondantes et répondants qui dépassent tout juste 40 %. Les troisème et quatrième places (épousant les intérêts en matière de garde de l'enfant) sont occupées par les personnes qui déclarent que leur organisation a des programmes pour les minorités (33 %) et pour les autochtones (20 %). Seulement 11 % pour les francophones.

